

THE EXPERT GUIDE TO **BRENÉ BROWN'S**

Daring Greatly ...in 30 minutes



THE 30 MINUTE EXPERT SERIES

THE EXPERT GUIDE TO **BRENÉ BROWN'S**

Daring Greatly

...in 30 minutes

THE 30 MINUTE EXPERT SERIES



Copyright © 2013 by Garamond Press. Garamond Press is an imprint of Callisto Media, Inc.

A NOTE TO THE READER: You should purchase and read the book that has been reviewed. This book is meant to accompany a reading of the reviewed book and is neither intended nor offered as a substitute for the reviewed book.

This review is unofficial and unauthorized. This book is not authorized, approved, licensed, or endorsed by Brené Brown or Gotham Books.

Garamond Press and the Garamond Press logo are trademarks of Callisto Media, Inc. and may not be used without written permission. All other trademarks are the property of their respective owners. Unless explicitly stated otherwise, Garamond Press is not associated with any individual, organization, or product mentioned in this book.

No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, except as permitted in accordance with the 1976 United States Copyright Act, without the prior written permission of the publisher. Requests to the publisher for permission should be sent to permissions@callistomedia.com.

For general information on our other products and services or to obtain technical support, please contact our Customer Care Department at info@callistomedia.com.

The publisher makes no representations or warranties with respect to the accuracy or completeness of the contents of this work and specifically disclaims all warranties, including, without limitation, warranties of fitness for a particular purpose. No warranty may be created or extended by sales or promotional materials.

The advice and strategies contained herein may not be suitable for every situation. This work is sold with the understanding that the publisher is not engaged in rendering medical, legal, or other professional advice or services. If professional assistance is required, the services of a competent professional should be sought. The publisher shall not be liable for damages arising herefrom.

The fact that an individual, organization, or website is referred to in this work in a citation and/or as a potential source of further information does not mean that the publisher endorses the information the individual, organization, or website may provide or recommendations they/it may make. Further, readers should be aware that websites listed in this work may have changed or disappeared between when this work was written and when it is read.

ISBN: 978-1-62315-139-3 Print | 978-1-62315-140-9 eBook

Contents

Introduction: At a Glance

Understanding *Daring Greatly*

About the Book

About the Author

Critical Reception

Synopsis

Key Concepts of *Daring Greatly*

I. Embracing Vulnerability

II. Shame Resilience

III. The Wholehearted

Conclusion: A Final Word

Key Terms

Recommended Reading

Bibliography

INTRODUCTION

At a Glance

This book is an extended review of *Daring Greatly: How the Courage to Be Vulnerable Transforms the Way We Live, Love, Parent, and Lead*, written by Brené Brown, PhD, LMSW. Her best-selling book offers a new outlook that inspires readers to dare greatly: to embrace vulnerability, shame, and imperfection; live wholeheartedly; and fearlessly engage in their lives. *Daring Greatly* argues that vulnerability is not a sign of weakness, but is a true measure of strength.

Brown builds this case using more than twelve years of research on shame, which led her to conclude that *vulnerability* is synonymous with “daring greatly,” a term made popular by Theodore Roosevelt in his 1910 speech “Citizenship in a Republic,” in which he said:

The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood; who strives valiantly; who errs, who comes short again and again, because there is no effort without error and shortcoming; but who does actually strive to do the deeds; who knows great enthusiasms, the great devotions; who spends himself in a worthy cause; who at the best knows in the end the triumph of high achievement, and who at the worst, if he fails, at least fails while daring greatly.

To uncover the true power of vulnerability, Brown shares information gleaned through her interviews with men and women of all ages and stages of life who have experienced inertia due to fear, disengagement, shame, and the concept of not being “enough.” Comparing these stories with those of people who embrace vulnerability to “dare greatly,” Brown makes the case that living a life filled with passion and purpose is dependent on one’s ability to own and engage with vulnerability—theirs and others’. She identifies the many causes of shame that make the idea of vulnerability incomprehensible, and categorizes the metaphorical armor donned in

an effort to deflect the pain of vulnerability. Using lessons culled from research subjects who represent lives filled with moments of daring greatly, those Brown calls the *Wholehearted*, she offers strategies to combat the fear and shame associated with “putting yourself out there,” and proves that vulnerability, while often found at the center of grief, disappointment, and fear, is also the origin of success and happiness.

This review begins with a brief introduction to *Daring Greatly*. Next comes a section that includes information about the book and the author, a summary of readers’ responses to the book—the good and the not so good, from professional reviewers as well as from bloggers and other interested readers—and a synopsis of *Daring Greatly*. That section is followed by a detailed discussion of the book’s key concepts. Finally, the main points of this review are briefly restated, in a way that may well inspire you to get your own copy of Brené Brown’s book and see for yourself why *Daring Greatly* is such a favorite with readers. Also included are a list of key terms used in *Daring Greatly* and recommendations for further reading about how to squelch the fear of *risk-taking* and adopt the mind-set that failure is not as scary as a life of untapped opportunities.

Understanding *Daring Greatly*

ABOUT THE BOOK

The author of two previous books, *The Gifts of Imperfection* and *I Thought It Was Just Me (But It Isn't)*, Brené Brown has deeply explored vulnerability. As she delved further into the subject, she reviewed her own life, which she describes as being in a constant state of avoidance—avoidance of failure, pain, humiliation, and her fear of being exposed as a fraud. As she worked to research vulnerability and its effects on human connection, she discovered that shame, empathy, and feelings of worthlessness deeply and negatively affect relationships. Brown also identified the counterargument that says the Wholehearted—people who engage with the world from a sense of worthiness—are resilient to shame.

After twelve years of immersion in vulnerability research, she moved from a hypothesis that vulnerability and the associated emotions of shame, connection, and worthiness were happenstance to the realization that those associated emotions are actually what make vulnerability the epicenter of meaningful human experiences.

In June 2010, Brown discussed these ideas in a presentation at TEDx Houston, one of the independently organized events modeled after TED (a nonprofit addressing the worlds of technology, entertainment, and design, devoted to “ideas worth spreading”). The popular talk, entitled “The Power of Vulnerability,” was soon picked up by the main TED website and inspired Brown to share the work in her third book, *Daring Greatly*.

Daring Greatly represents the knowledge that Brown has amassed from her own personal journey and many years of interviewing leaders, parents, and educators about how we connect with others, the barriers that restrict or damage that connection, and the most powerful tool we have in ensuring meaningful connection—vulnerability.

ABOUT THE AUTHOR

Brené Brown, PhD, LMSW, is a research professor at the University of Houston Graduate College of Social Work. She has spent the past decade studying vulnerability, courage, worthiness, and shame. Her 2010 TEDx Houston talk on the power of vulnerability has been viewed more than six million times, making it one of the most watched talks on TED.com. In 2012, Brown gave the closing talk, “Listening to Shame,” at the national TED conference in Long Beach, California.

Before *Daring Greatly*, Brown wrote *The Gifts of Imperfection* (2010), and *I Thought It Was Just Me (But It Isn't)* (2007). She has been featured on CNN, NPR, and PBS, in the *Washington Post* and *Psychology Today*, and has appeared on *Katie* and Oprah's award-winning series *Super Soul Sunday*. In 2007, Brown developed Connections, a psychoeducational shame-resilience curriculum facilitated by mental health and addiction professionals across the nation. A Texas native, Brown lives in Houston with her husband and two children.

CRITICAL RECEPTION

The Upside

Kirkus Reviews proclaims *Daring Greatly* “a straightforward approach to revamping one's life from an expert on vulnerability,” and says, “[B]y accepting [Brown's] directives, readers will be engaged, gain a sense of courage and learn how to create meaningful connections with their children or fellow workers.” *Publishers Weekly* writes, “Brown's theories—complete with personal and not always flattering examples from her own life—will draw readers in and have them considering what steps they would dare to take if shame and fear were not present.”

Steve Safllgan, writing for *Positive Psychology News Daily*, says of Brené Brown's shame-resilience theory, “Shame and vulnerability are topics nearly nobody wants to discuss, yet there's something that deeply resonates with Brown's work.”

Several reviews commend Brown's thorough research and ability to walk the walk, including Safllgan's recommendation for *Daring Greatly*: “What emerges is a deeply personal book that mirrors the vulnerability she shows in her public speaking and facilitation.” At *Forbes* magazine,

contributor Kare Anderson echoes that assessment, saying, “Brené’s book and seeing her speak was to experience congruence between her presence and her message. That’s credibility-building and connective.”

Daring Greatly has been particularly meaningful to readers in light of current national events. Maura Kelly of the *Fiscal Times* commented on the book’s reflection of current economic happenings, noting how, in “a culture of fraud and cover-ups prevalent in Washington and Wall Street,” the power of vulnerability “has struck a chord with many business leaders.” Fellow *New York Times* best-selling authors, thought leaders, positive psychologists, and researchers line up to praise the work of Brené Brown. Gretchen Rubin, author of *The Happiness Project* and *Happier at Home* raves, “The brilliantly insightful Brené Brown draws upon extensive research and personal experience to explore the paradoxes of courage: we become strong by embracing vulnerability, we dare more greatly when we acknowledge our fear. I can’t stop thinking about this book.”

Harriet Lerner, PhD, author of *The Dance of Anger*, also applauds *Daring Greatly*: “The invitation in this book is clear: We must be larger than anxiety, fear, and shame if we want to speak, act, and show up. The world needs this book . . .”

“*Daring Greatly* is an important book—a timely warning about the danger of pursuing certainty and control above all,” notes Daniel H. Pink, author of *Drive* and *A Whole New Mind*.

Elizabeth Lesser, *New York Times* best-selling author of *Broken Open* and cofounder of the Omega Institute, sums up her praise by writing,

I deeply trust Brené Brown—her research, her intelligence, her integrity, and her personhood. So when she definitively lands on the one most important value we can cultivate for professional success, relationship health, parental joy, and courageous, passionate living . . . well, I sit up and take notice . . . [Brené] dared greatly to write this book, and you will benefit greatly to read it and to put its razor-sharp wisdom into action in your own life and work.

The Downside

Criticism of the book, has been quite scarce, and focuses less on content and more on execution. There is little consensus on Brown’s ability to serve up her research with a side of readability. Some

reviewers believe the book's information is too dense and possesses concepts that require a second read. "It left me with a lot of questions," wrote the author of the blog Bridgetde, "I feel like I need to discuss it with someone, or a bunch of people."

Other readers feel the opposite, disputing whether the research was expanded upon sufficiently. For instance, on So Tabulous, blogger Tabatha Muntzinger speculates that Brown glossed over her research in an attempt to make the book more enjoyable for the average reader, saying she wanted to "talk with [Brown] at length about some of the findings of her studies so that I can grasp them better from an intellectual, sociological perspective . . . instead of the simplified generalizations I came across."

Perhaps the harshest critical response is regarding the newness of Brown's topic and findings, with many readers suggesting the necessity of "getting in the game" lacks a "wow factor" that often drives the popularity of successful self-help books.

SYNOPSIS

In seven chapters, Brené Brown investigates what drives vulnerability, the pervasive defense mechanisms that guard against it, the price of disengagement and turning off, and how to embrace and use vulnerability to live, love, parent, and lead more fully and wholeheartedly.

Chapter 1 describes what Brown defines as the "culture of scarcity," or the principle of not having enough or being enough. This constant pursuit of "enough" ties self-worth to achievement and provokes people to endlessly compare themselves to others and judge themselves too harshly. Brown continues that the need to attain, have more, and do more along with the subsequent feeling of being "less than" leads to perceptions of worthlessness and inadequacy, or in other words, shame. Many of Brown's research subjects agree—when the feeling of shame prevails, vulnerability becomes an evil perpetrator that must be avoided.

Chapter 2 turns on its head the myth that vulnerability is a negative force synonymous with weakness, and urges readers to celebrate vulnerability as the nexus of all the emotions and experiences humans crave—love, joy, belonging, courage, creativity, and empathy. Brown explores the relationship between vulnerability and trust as well as the

tremendous possibilities for connection that arise when people have the courage to put themselves “in the arena.” Brown provides prompts for readers that help us define, recognize, and understand vulnerability in the context of our own lives, explaining that if we want to “reclaim the essential emotional part of our lives and reignite passion and purpose, we have to learn to own and engage our vulnerability and how to feel the emotions that come with it.”

Chapter 3 outlines the cornerstone of embracing vulnerability: shame resilience. To dare greatly means to be seen, and that requires vulnerability. By developing resilience to feelings of shame that cause a person to avoid vulnerability, courage replaces fear and self-worth is no longer attached to accomplishment. Brown teaches that there is an inverse relationship between self-worth and shame. The more self-worth one feels, the less shame, and vice versa. Destroying the myth that accomplishment and approval are measures of a person's worthiness is the essence of shame resilience. When self-worth isn't on the line, courage and risk-taking emerge, making room for creativity and innovation.

Chapter 4 identifies the proverbial masks and armor worn in an attempt to protect from the pain of vulnerability, among them disengagement, perfectionism, numbing, foreboding joy, cynicism, and a victim mentality. Brown says that these defense mechanisms are adopted in adolescence in the forms of protective thoughts, emotions, and avoidance tactics. Brown encourages the removal of masks and armor in order to live with courage and connection. To reframe vulnerability as an opportunity for joy becomes essential if meaningful connections and feelings of “enough” and worthiness are to emerge. The armor becomes unnecessary because choosing to engage with others and share openly the vulnerable parts of oneself is no longer based in fear, but in hope.

Chapter 5 lays the foundation for the book's remaining two chapters: what it means to put vulnerability into practice to transform parenting and the workplace. Brown contends that people must feel engaged to be led. She teaches the psychology of disengagement, explaining that people turn off when authority figures (e.g., politicians, clergy, parents, teachers, and bosses) fail to live according to the values they expect from others. The way to engage and be engaged, argues Brown, is to close the gap between the values espoused, known as aspirational values, and the values actually practiced. Hypocrisy

does not make for effective leadership. Trusting that people are living in line with their core values is what inspires others to do the same. Brown's ultimate message: who a person really *is* has a much greater impact than who a person hopes to become. Acknowledging the core values of that true self requires vulnerability.

Chapter 6 expands on the discussion in Chapter 1 on the culture of scarcity by exploring the harmful impact it has on work and education. Scarcity perpetuates an insatiable need to be right, popular, famous, or notable and instills in the culture an unhealthful dependence on guaranteed successful outcomes. Creativity, innovation, and learning, at work and in schools, have been replaced by predictability and safety—two defenses against vulnerability. Brown boldly states that the education system uses shame on a daily basis, with 85 percent of interviewees reporting they had experienced an impending shame-based school experience.

Workplace environments are no better, according to Brown's research. Shame as a management tool or workplace bullying tactic, she reports, is on the rise and indicates a shame "infestation" in the culture. Corporations and schools can fight back by instilling a shame-resilient culture that promotes and rewards respect and empathy, and holds creativity and risk in high regard. Providing honest feedback and cultivating engagement is a "daring greatly culture," says Brown. People of all ages and stages of career or education should be encouraged to take risks and enjoy great discoveries by embracing vulnerability. Only then will tomorrow's innovators, thinkers, creators, and leaders be cultivated. Giving and receiving feedback as a booster of trust, growth, and engagement is discussed at length, with helpful communication tools for those in leadership roles to use as they learn to lead more with their own vulnerability.

Chapter 7 shares the idea of wholehearted parenting. According to Brown, helping children understand their vulnerable feelings and triggers teaches them resilience and encourages them to dare greatly. A framework of compassion and connection must be provided in combination with an atmosphere of open communication. Sharing vulnerable experiences keeps shame out in the open, "normalizing" it and rendering it powerless. Similar to an immunization, the more a child is exposed to the reality that vulnerability is a normal part of human nature, the less the disease of shame infects them. Similarly, helping children experience failure in lieu of protecting them from it

helps them dare greatly in the face of it.

Key Concepts of *Daring Greatly*

A culture of scarcity has infiltrated family, work, school, and community. Once striving for social connection, people are now preoccupied with shame, comparison, and disengagement. **Embracing vulnerability** will undo the fear that breeds shame, threatens worthiness, and results in a decrease in a person's aim for perfection, the preoccupation with what outsiders think, and the perception of "never enough." Brown makes no bones about the difficulty of this process, acknowledging her own mistakes in trying to embrace her own vulnerability. To help readers help themselves toward the path of daring greatly, Brown offers insights on **shame resilience**, a process of building a thick skin, being secure in one's self-worth, practicing empathy and self-compassion, giving and receiving feedback, and accepting the likelihood of failure and moving forward, in spite of disappointment.

With practical ideas for building shame resilience and fostering it in children, Brown offers anecdotes and wisdom from her studies of **the Wholehearted**, those who live without shame and dare greatly with the knowledge that they are worthy enough, no matter what.

I. EMBRACING VULNERABILITY

Daring greatly walks hand-in-hand with vulnerability; it is defined by uncertainty, risk, and emotional exposure. Deciding to love someone without the certainty that it will last, publicly presenting a piece of artwork or writing, standing in front of an audience, and sharing passions or struggles all take courage and a vested hope in the greatness that could be—requited love, appreciation, connection. Those who embrace their vulnerability must believe in possibilities all the while remaining prepared to "lean into" their disappointments and

experience them fully. Daring greatly frees people to strive to be the truest versions of themselves.

The prevailing myth about vulnerability is that it equals weakness. Children are taught to hide their faults, guarantee positive outcomes, and compare themselves to others in their peer group. These protective shields appear to be helpful when avoiding fear, shame, grief, sadness, and disappointment; however, the only thing they accomplish is sabotaging opportunities for courage, love, creativity, belonging, joy, and hope.

Brown redefines vulnerability as being an inevitable experience instead of the choice it has been falsely made out to be. The choice lies in the type of response elicited when a person feels emotionally exposed, uncertain, insecure, or afraid. Does the person engage with such feelings, or does he or she withdraw, play it safe, and avoid stepping “into the arena”?

According to Brown, without vulnerability there is no intimacy. Love and belonging are the two most powerful connections fostered by the ability to share in vulnerability. To be truly seen, heard, and valued, and feel part of something larger than themselves, says Brown, people must feel empowered to present imperfect, authentic versions of themselves. Herein lies the paradox: shame is a fear of disengagement, yet the more shame a person feels, the more disengaged he becomes. Protective armor, like disengagement, perfectionism, anesthetization, criticism, cynicism, and so on, is difficult to shed; however, Brown reasons that to embrace the gifts of vulnerability, these guards must come down.

Once the many masks of their own shame are removed, adults must teach children to do the same by modeling openness without judgment. Children learn to engage with the world or put up their own shields through watching adults.

Reflecting on her interviews and research, Brown concludes that the messiness and discomfort elicited by vulnerability are precisely what make it such a powerful and transformative tool. This is because embracing vulnerability opens the door to potential failure, embarrassment, and pain, which is the only way to experience a life filled with connection, innovation, self-compassion, and happiness—the elements of a Wholehearted life.

Examples from Daring Greatly

- Statistics on post-traumatic-stress-related suicides, violence, addiction, and risk-taking reveal that for soldiers serving in Afghanistan and Iraq, coming home is more dangerous than being in combat. From the invasion of Afghanistan in 2001 to the summer of 2009, 761 soldiers lost their lives on the battlefield, whereas 817 took their own lives. Craig Bryan, a psychologist at the University of Texas, suicide expert, and former member of the U.S. Air Force, explains that soldiers are trained to suppress their emotions, control impulses, and overcome fear. When the stakes are black and white—win or lose, succeed or fail, kill or be killed—vulnerability is not an option. When soldiers arrive home, their training makes it nearly impossible for them to know how to allow themselves to feel vulnerable about the scars of war. With this in mind, Team Red, White and Blue was formed, an organization dedicated to easing the transition soldiers make when arriving home, connecting soldiers with local volunteers to build meaningful relationships, and letting soldiers know they are not alone. The trust cultivated in these relationships allows soldiers to engage with the world from a less combat-ready mind-set, shed their protective armor, and feel secure enough to share their experiences.
- As an example of the power of vulnerability in corporate environments, Brown points to Christine Day, CEO of Lululemon, a high-end athletic apparel company. In a video interview on *CNN Money*, Day admits she had not always understood the value of giving people room to do what they do best. Day recounts her earlier days in business and how she once believed that everything had a set, right way and that good leadership required telling people how to do their jobs. Now as CEO, Day no longer manages with the intent to control vulnerability, but engages with it and uses it to lead. Day's shift in managerial style resulted in increased trust between staff and management and inspired all employees to think outside the box and take risks. As a result, Lululemon's retail business has expanded from 71 stores to 174 and revenue has gone from \$297 million to almost \$1 billion. Day says she looks for potential employees who take responsibility, embrace risks, and have an entrepreneurial spirit; she tries to find the "magic makers." Being an athletic wear developer, Lululemon takes its cues from athletes, whom Day describes as possessing one of the tenets of daring greatly: shame resilience. Athletes' frequent exposure to

failure and defeat has taught them the ability to recover unscathed and try again.

Applying the Concept

- **Become your own best critic.** Brown discourages grasping for perfection and encourages turning your energy inward to find your worthiness. So you lost your cool with your daughter, got a speeding ticket, and engaged in a binge fest all in the same twenty-four hours. What would you say to your best friend, or to a stranger, for that matter, if it had been her? Certainly, you wouldn't tell her she is a worthless loser destined for a life of perpetual failure? Brown brings to the forefront the hypocrisy of cutting others slack for the same things for which we often can't forgive ourselves. So the next time you mess up, practice self-compassion. What advice or pearls of wisdom might you tell a friend who is having a bad day? Then call that friend or solicit the support of someone to whom you can confide your shame. This is an act of sharing that Brown says connects people in ways that assure them they are not alone and that others have stood in their shoes and survived.

- **Be a “model” citizen.** If you want your children to engage with their true selves and live without putting up their own guards against vulnerability, be mindful of your own actions. Every day is filled with opportunities to be critical of yourself or others, and breaking the habit can be tough but necessary, especially if children are in earshot.

If you want them to understand that putting one's best foot forward beats perfection any day, try to model this fact by releasing your own vulnerability armors and engaging with life in a wholehearted manner. Be mindful of criticizing others or passing snarky remarks that imply judgment or envy, and avoid television shows that exploit these behaviors. Little moments can become big opportunities to put your core values into action. For instance, graciously accept nice comments. If you frequently deflect compliments, try saying thank you. Your child will know that you believe you are worthy of hearing nice things about yourself. Another way to walk your walk is to be accountable for past mistakes. Even if you never intended for your children to discover a less-than-exemplary fact about you, acknowledge your role. Doing so sends the message that shame doesn't have a hold on you,

especially when it comes to defining who you are or determining where you are headed. Finally, teach your children to be bully bystanders. Whether they are the victims or they see someone else victimized, help them have a zero-tolerance rule for meanness. This core value will help children learn that people should not be made to feel shameful about who they are, but praised and protected for their authenticity.

- **Try something that scares you.** Each day, practice embracing vulnerability by doing something that makes you uncomfortable. Call and comfort a friend with a sick parent. Get in front of an audience and share something you've created. Put on your bathing suit and do cannonballs into the pool while all the neighbors watch. Tell your girlfriend you love her for the very first time. You will feel amazingly free and empowered when you realize that you have the courage to dare greatly (even if she doesn't tell you she loves you back).

II. SHAME RESILIENCE

Disengagement is a symptom of shame, which is the largest barrier to embracing vulnerability. Instead of hiding shame and letting it dismantle relationships, Brown insists on the need for developing "shame resilience," the art of abating the corruption of "not enough," and living life in accordance with the question, "What's worth doing, even if I fail?"

The overarching belief system of shame-resilient people and cultures is that validation does not equal self-worth. From Brené Brown's research with families, schools, and organizations, it's apparent that cultures with high levels of shame resilience nurture people who are willing to solicit, accept, and adopt feedback. These cultures positively respond to, mentor, and support tenacious people who are engaged in their drive and accept the fact that they must make several attempts toward success before achieving it. It turns out that people who try and try again are more likely to devise ingenious and innovative plans to reach their goals than people who give up easily or fail to take their shot.

According to Peter Sheahan, author, speaker, and CEO of ChangeLabs, a global consultant of large-scale behavioral change projects for companies such as Microsoft and Hilton, companies that

foster shame resilience by instilling a sense of worthiness in their employees will benefit greatly. “The secret killer of innovation is shame,” explains Sheahan. Therefore, he advises corporations to exercise vulnerability in management from the top down, insisting that leaders need not be “in charge” or all-knowing, because these behaviors cause others to feel unworthy, and where there is worthlessness, there is shame. Sheahan goes on to explain that shame kills innovation because shame becomes fear, which leads to risk aversion. “That deep fear we all have of being wrong, of being belittled and of feeling less than,” says Sheahan, “is what stops us taking the very risks required to move our companies forward.”

In organizations, Brown suggests strategies for building shame resilience, including:

1. Taking review of the company’s culture to assess from where or whom shame stems, and how shame might be affecting an employee’s feelings of worthiness.
2. Placing people who are engaged with vulnerability in leadership roles. Leaders who lead from a vulnerable place of transparency and accountability keep shame and vulnerability out in the open, which normalizes shame—a critical shame-resilience strategy.
3. Defining for employees the difference between guilt and shame, pointing out the differences between the two with techniques on how to give and receive feedback in a way that encourages growth and immersion in their work.

Brown explains how this third component is also critical when teaching children the art of shame resilience. Understanding the difference between guilt (“I did something bad”) and shame (“I am bad”) reassures children that they are loved unconditionally, especially when they make mistakes or fail at something. Listening to the struggles of children and sharing similar painful stories is also a shame-resilience tactic because it assures them that their feelings are part of the normal human experience.

Examples from Daring Greatly

- A daring greatly culture, according to Brown, means a culture that communicates using feedback. Learning to give and receive

constructive and honest feedback encourages engagement and productive change, and is a way to develop shame resilience. However, Brown's research uncovered a pervasive inability of schools and organizations to offer a non-metric-focused evaluation. Because today's companies measure themselves by their numbers and "bottom lines," and schools assess their success through test scores, the human need for motivating feedback regarding a person's strengths and weaknesses has been left out of the equation. Brown warns that without feedback, disengagement follows, leaving a slim chance for the emergence of transformative change. Learning to be comfortable with difficult conversations as well as learning techniques on how to give and receive feedback in a way that promotes positivity and progress can help save a culture drowning in a "lack of feedback."

- The act of normalizing shame is a crucial shame-resilience strategy. Sharing painful experiences is a way to teach that shame is a part of human nature and should be expected. Sharing stories of shame helps promote empathy and reveals the truth that nobody is ever alone. Brown's research indicates that when people connect with others who have experienced similar disappointments, they let go of shame more easily. Asking for support and encouragement in school, work, family, and community fosters a culture determined to reengage with life and nurtures the courage necessary to lead with vulnerability.

Studies show that when others exemplify the attitude "I'm all in," they inspire others to live similarly. Brown tells the story of how her own experiences as a student and a professor have shown her how a person in the position of authority can model vulnerability to create opportunities for growth in whomever they are leading. Learning to use effective verbal and nonverbal communication can help a person receiving criticism disarm from defense mechanisms and be able to absorb and utilize feedback. Using words and phrases such as "I once did that," or "I wish I didn't have to take off points for this," usually leads to less guarded and more vulnerable, or intimate, exchanges. Brown asserts that this type of support and encouragement creates the climate for true self-assessment and growth because the critique is perceived as coming from a place of compassion and not from one of judgment. Worthiness is preserved when one is approached with kindness and a desire to help.

Applying the Concept

- **Don't despair, share.** Sharing our experiences decreases stress hormones and improves physical health. Perhaps that is because telling those we trust the things we find difficult to admit to ourselves brings us closer to people and increases intimacy. Reaching out to others and sharing your shame stories can also build resilience, especially when you take the opportunity to ask for help or support. After all is said and done, you'll see how bringing inner thoughts out to the open decreases their hold on you and toughens you up for the next time fear rears its ugly head.
- **Writing counts.** According to psychologist James Pennebaker, expressive writing is also beneficial for building shame resilience. If you can't articulate what scares you or what you feel most vulnerable about, practice this helpful technique. Anyone can partake in expressive writing because it is defined as emotional and not concerned with punctuation, grammar, and other such formal writing rules. Many psychologists suggest expressive writing helps get to the source of your feelings about personal demons because the writing is not focused on reporting events, but on your emotional response to those events. Dr. Pennebaker suggests writing for twenty minutes a day about things that are highly personal and to write using stream of consciousness, with no self-editing. For more information on how to get the most out of expressive writing, visit Dr. Pennebaker's website.

III. THE WHOLEHEARTED

Brown introduced the concept of Wholeheartedness in her 2010 book, *The Gifts of Imperfection*, and defines it again in *Daring Greatly* as “a way of engaging with the world from a place of worthiness.” The Wholehearted are shame resilient, accept vulnerability as a path to truth and happiness, and do not live in constant fear and avoidance of pain, disappointment, and loss. Instead, they practice self-compassion, self-worth, and connection. Every choice they make is rooted in a place of worthiness. Most of all, the Wholehearted are not confined by shame; they believe they are enough.

The Wholehearted are able to let go of the constraints imposed by a culture of scarcity. Instead of worrying what people think of them,

they strive to be authentic. Understanding that perfection is unattainable, the Wholehearted accept and embrace their limitations. Rather than feel powerless and numb, they bounce back and try again, worrying less about what might happen and basking in their moments of joy. Brown juxtaposes the Wholehearted against those who crave certainty and constant one-upmanship, painting a portrait of a group of people who live with faith in their own creative expression. Wholeheartedness requires living in the moment and rewriting the script that says people are measured by only what they produce or achieve. They are able to stay calm and pursue work that is meaningful rather than required, whereas others feed off anxiety and stress. Finally, the Wholehearted understand that being “cool” is just a means of maintaining the illusion of control, and instead they choose to laugh, dance, and express themselves freely, regardless of what others may think. They wholeheartedly believe they are enough.

Believing in the concept of “enough” and simultaneously living in a culture of scarcity takes practice and time. For Brown, her own painstaking journey from frenetic identity seeker to Wholehearted wannabe became the root of her own happiness. The challenge, she says, lies in developing the courage, connection, and compassion to recognize one’s own self-worth. The Wholehearted know that in spite of their vulnerabilities, mistakes, and fears, they are always worthy of love and belonging. Brown explains that because their self-worth is not on the line, the Wholehearted find vulnerability less frightening. Some of the interviews Brown extrapolates tell the stories of downtrodden people who grapple with the ability to believe in their own worth and who cannot satiate their appetite for approval, validation, and measuring up. Embracing vulnerability is no easy feat, but Brown’s examples of the Wholehearted teach that doing so breeds success and is the birthplace for meaningful human experience.

For children to live wholeheartedly, they must be encouraged to live and love unconditionally. They need to learn to embrace their imperfections, understanding that these exceptions are the source of creativity. They must develop shame resilience so that they do not worry that they are unlovable. And they must practice compassion, both toward themselves and others, so they never doubt their worth or cause others to doubt their own.

Rather than hiding behind protective armor or running from difficult emotions or situations, living wholeheartedly means feeling

emotions completely, discomfort and all, paying attention to the sources of those feelings, and using that information to make positive changes. The Wholehearted are able to redefine success as their ability to create trusting relationships with others. Their ultimate goal is love and belonging, a goal that they achieve by embracing their vulnerability. The Wholehearted know that courage is the one thing in life that matters and are therefore empowered to dare greatly. Whatever the outcome of their risk, it is enough.

Examples from Daring Greatly

- Brown shares an example of what it means to step into the arena and engage with vulnerability. In her own vulnerable fashion, Brown shares a personal example of nurturing vulnerability in her own daughter, Ellen. Ellen's swim coach decided she would swim the 100-meter breaststroke in an upcoming team meet. Ellen decided that the risk of coming in dead last was too risky, and the humiliation of having a crowd watch her fail to place would be unbearable, so she said she wanted to scratch the event and forfeit her race. Brown suggested that Ellen shift her goal from getting a ribbon to just getting wet, telling her to simply show up and jump in the water. Left to make the final decision, Ellen dove in the pool and completed her 100 meters. And even though she was indeed the very last, she smiled as she told her parents, "That was pretty bad, but I did it. I showed up and I got wet. I was brave."
- According to Brown, when people dare greatly, they embrace hope. When Brown decided to not swoop in and save her daughter or protect her from an embarrassing swim meet, she gave Ellen the gift of hope. C. R. Snyder, a hope researcher, has found that hope is not an emotion associated with the feeling of possibility but rather a cognitive process. He points to three key steps for establishing hope: setting realistic goals, problem solving until the goals are achieved, and belief in oneself. A learned process, cultivating hope can be taught and practiced; most often, children learn this skill from their parents. To learn hopefulness, children require a supportive environment with clear and consistent boundaries. Most important, they need opportunities to struggle; only through overcoming adversity can they learn to believe in themselves. As parents, this means avoiding the urge to hover and stepping back when their children experience pain or disappointment. It means

letting them fail. Only through wholeheartedly experiencing their struggles will they learn that they have the power to dare greatly on their own.

Applying the Concept

- **Check in with yourself.** Are you setting realistic goals? Do your expectations reflect your own desires or the desires of those around you? Making sure your motivations align with your values and not values that others project on you is critical to Wholeheartedness. Routine check-ins that simply ask, “Is this what I really want?” or “Am I even enjoying this?” help you live more authentically and give you the freedom of changing your mind, even midcourse, in the name of embracing the fear that tags along when headed toward change.
- **Find your truth through trust.** Wholehearted people trust in their connectedness with their spirit and other human beings. Because they wholeheartedly love themselves and believe in their worthiness, they are not afraid that the undesirable or imperfect parts of themselves will threaten their relationships. As Brown explains, shame is the fear of disconnection, that is, the fear that if a person knows the “truth,” he or she will not want to be friends any longer, or hire us, or marry us, or buy products from us. Think of someone you trust, maybe a best friend or a spouse, and ask yourself whether you are engaging in a trusting relationship. If you are truly vulnerable with this person and he or she still loves and supports you, is there any reason to believe the other people in your life can’t be trusted with your truth? Make a short list of people who you trust would not judge or leave you, and begin living more vulnerably with them. As your relationships deepen and become more rewarding, extend your circle of trust with the knowledge that even if you lose favor with someone for being your true self, you had the courage to step into the arena and announce, “I am enough.” For the truly Wholehearted, that very act is enough.
- **Start talking to yourself.** Saying the words “I am enough” is easy, believing them is much harder. When your feelings of inadequacy, failure, or self-loathing permeate, remind yourself that you are enough and what you have done is enough. Take stock of what you have gained from trying your best. As Theodore Roosevelt said,

“It’s not the critic who counts . . . The credit belongs to the man who is actually in the arena . . .” What you do is so much more important than what you hope to do but never get done.

- **Kick the Joneses off the block.** In a culture of scarcity, it is common practice to compare ourselves to others. Feeling richer or thinner or smarter can make us feel better or be extremely defeating if we feel we are less. In all cases, this type of competition destroys the possibility for connection and wholehearted engagement. Try setting realistic goals that will affect you and your family’s happiness and health, and measure yourself accordingly. If that doesn’t work, remember that the people against whom you are measuring yourself are likely holding up a yardstick against you.
-

Key Takeaways

- Brown’s study of vulnerability empowers people to connect with each other, demonstrate compassion, give and receive feedback, and cultivate a sense of love and belonging. Vulnerability sparks creativity and innovation and is essential for personal growth. There is no intimacy without vulnerability. Giving voice to shame renders it powerless, and Brown points to research showing that people who let go of shame engage with life.
- The culture of scarcity, or “not enough,” is steeped in criticism, blame, comparison, and jealousies, and is one of the main culprits behind the perpetuation of fear and shame. Negative self-talk, believing critics, and worrying about being judged and not living up to standards chip away at self-worth, a trait that is critical to wholehearted living and daring greatly. Living wholeheartedly creates an atmosphere that inspires risk-taking. Perfection is no longer the main objective, just showing up is.
- Daring greatly requires vulnerability, trust, and courage. It means closing the gap between aspirational values and actual ones so compassion, love, and self-worth can come to the forefront. It takes a lot to walk the walk. Finding worthiness, trusting that one is not the sum of his or her accomplishments, status, or possessions, and basking in the joy of knowing true intimacy and real connectedness exists in one’s life because vulnerability is at the heart of it are the essentials of daring greatly.

CONCLUSION

A Final Word

In *Daring Greatly*, Brené Brown offers a compelling look at vulnerability and the power it has in shaping cultural values and cultivating personal connection and Wholeheartedness. She explores the devastating impact a society driven by scarcity has on people and the fear of never being enough. Afraid of being wrong, of taking risks, and of not measuring up, people's shame takes over and teaches them to disengage and hide behind various armors. This results in lack of connection, something that humans crave and need by design lest they die.

Using the inspirational words of Theodore Roosevelt, Brown inspires readers to accept and embrace their vulnerability and celebrate it as a chance to experience love, joy, creativity, and connection. She encourages people living in fear to understand the sources of their shame so they can develop resilience and the strength to persevere. She urges people to “mind the gap” between aspirational values and practiced values so that they can align—the equivalent of “putting your money where your mouth is,” or “walking the walk.” No one is inspired by a hypocrite, so to cultivate a climate ripe for innovation, creativity, and change, modeling vulnerable behavior is critical. It is also contagious.

When brave enough to let go of what others think, to no longer aim at perfection, to reframe self-doubt, to stop the compulsion of being in control, people become enough.

This review has offered you a glimpse of Brené Brown's *Daring Greatly*. To learn more about the power of vulnerability and about the studies and interviews that helped Brown build her argument, satisfy your curiosity by buying and reading the book.

Key Terms

disruptive engagement engagement that focuses on avoiding ridicule, failure, and **shame**, rather than on creativity, innovation, and learning. After extensive research into the way people lead and educate, Brown found that most businesses and schools operate from a base of shame—delivering painful critiques in front of others, public reprimands, and setting up reward systems that intentionally belittle. Such environments, according to researchers June Tangney and Ronda Dearing, lead to excessive blame, anger, and eventual retaliation. To shift to a culture of meaningful engagement, leaders must facilitate honest conversations about shame and teach employees and students to give and receive productive feedback.

foreboding joy the feeling of dread that surfaces during a moment of pure joy. Brown explains that in a culture of **scarcity**, rather than basking in joy and appreciating the moment, people who forebode joy jump to speculate what could go wrong. In other words, they wait for “the other shoe to drop.” In the presence of happiness, joy foreboders anticipate imminent disaster, feeling that fate is something to be tempted. In essence, foreboding joy, says Brown, is another shield meant to protect those afraid of their **vulnerability**. By not allowing themselves to be happy, these folks believe they are avoiding pain. Interestingly, studies show that linking joy to gratitude for the happy occasion releases people from a doomsday mentality and allows them to celebrate the moment.

normalizing teaching others that discomfort and pain are normal and universal emotions. According to Brown, understanding that challenges and failures are normal and to be expected and discussing why they happen and how they are important to growth helps minimize anxiety, fear, and **shame**. It’s a part of building **shame resilience**. This is especially important for children who need to hear that they are not alone. Parents should share their own struggles, according to Brown, because her research has found that doing so

makes children more resilient and willing to take risks. Allowing children opportunities to handle the disappointments in their lives helps them learn to be hopeful and gives them the strength to dare greatly.

numbing a defense mechanism or shield against **shame**. This response to shame, anxiety, and disconnection drives people to do whatever is necessary to stop the pain. It can be as small as having a glass of wine to take the edge off or as extreme as choosing suicide. In all forms, numbing leads to disengagement. Brown says that numbing **vulnerability** is especially harmful because it dulls not only the painful experiences but the joyful ones—love, belonging, creativity, and empathy. According to Jennifer Loudon, author and personal growth teacher, the intention behind choices is most important. Often, numbing behaviors ultimately make people feel worse than the experience that prompted them in the first place.

perfectionism the belief that looking and acting perfectly relieves blame, **shame**, and judgment. Brown says people fall into perfectionism as a shield to protect their true “flawed” identity. Brown warns that the constant search for approval and the feeling that accomplishment determines self-worth actually leads to depression, anxiety, and addiction. More important, the fear of failing or making mistakes keeps people virtually paralyzed and unable to fully experience life. Dr. Kristin Neff, a researcher at the University of Texas, says that for people to change this mind-set they must practice self-kindness and learn to appreciate their imperfections, continually reinforcing the belief that what they are doing is good enough.

scarcity a source of anxiety, according to Brown, that what people have or who they are is not enough. This belief fuels negative feelings of jealousy, greed, prejudice, and general unhappiness. Brown discusses the speed at which people compare how much they have, want, or need to what they perceive others to have. Scarcity pervades the culture and creates a society drenched in comparisons and petty jealousies rather than one based on meaningful connections. Scarcity has been shown to feed **shame** and cause people to retreat to a place of disengagement where fear of risk taking and intimacy pervade.

shame the belief someone has that he is flawed and therefore unworthy of love and connection. Brown identifies twelve shame categories—appearance, money and work, parenthood, family,

parenting, health, addiction, sex, aging, religion, surviving trauma, and being stereotyped. Shame is associated with the feeling that when someone does something bad he or she is inherently bad. According to Donald Klein, unlike humiliation, shame makes people feel as if they deserve to feel bad about themselves. What's more, those feelings are fueled by negative self-talk that mimic the messages of self-doubt and self-criticism. At its worst, shame creates a culture where people disengage to protect themselves, turning to blame, gossip, favoritism, and harassment rather than **vulnerability** and connection.

shame resilience the ability to own and experience **shame** without sacrificing values, and to emerge feeling self-compassion, courage, and connection. Shame resilience requires understanding one's own shame triggers and critically evaluating their worth; it involves one person talking to another about his or her feelings of shame and asking for help. Practicing gentle and encouraging ways to discuss painful feelings is one way of fostering shame resilience in adults and children, and open sharing should happen regularly. Shame can live only in darkness and be watered by despair. When shame is given a name and a face and is brought up to a bright surface, its roots are destroyed, its power is negated.

vulnerability daring to be heard and seen, even when a person is afraid of rejection and pain; it is believing that being authentic is enough. The extent to which people reveal their vulnerabilities determines the quality of their connectedness with others and reflects their level of courage. Brown believes that vulnerability breeds creativity, creates opportunity, and fosters innovation. When people are open about their struggles and honest with the people who have earned their trust, shame is destroyed.

Wholeheartedness engaging with the world from a place of worthiness. Living wholeheartedly requires letting go of the sources of shame and fears—concern with what others think, perfectionism, and self-doubt, and the need for certainty and control. People who possess Wholeheartedness believe they are enough. The Wholehearted embrace vulnerability as a path to courage, connection, and compassion; they understand that who they are matters more than what they do, know, and have. Brown stresses that Wholeheartedness must begin with the family, so that children learn to appreciate their faults and vulnerabilities and strive to dare greatly. Only then will the

culture move from one of scarcity to one based on connection.

Recommended Reading

In addition to Brené Brown's ***Daring Greatly: How the Courage to Be Vulnerable Transforms the Way We Live, Love, Parent, and Lead*** (Gotham Books, 2012), the following books are recommended for anyone who wants to learn more about the impact of vulnerable moments and the power to be found in embracing them.

Robert Brooks, PhD, and Sam Goldstein, PhD, *Raising Resilient Children: Fostering Strength, Hope, and Optimism in Your Child* (McGraw-Hill, 2002)

Increased demands and pressure on today's children can lead to depression, health issues, and antisocial behavior. In this book, child psychologists Brooks and Goldstein offer practical solutions for concerned parents. Using research and anecdotes from fifty years of combined clinical research, Brooks and Goldstein provide actionable exercises to prepare children for the challenges of modern adolescence and beyond.

Brené Brown, PhD, LMSW *The Gifts of Imperfection: Let Go of Who You Think You're Supposed to Be and Embrace Who You Are* (Hazeldon, 2010)

In this instructive book, Brown shares her ten guideposts for Wholehearted living. She provides strategies for cultivating courage, compassion, and connection to grow confidence and self-worth.

Brené Brown, PhD, LMSW, *I Thought It Was Just Me (But It Isn't): Making the Journey from "What Will People Think?" to "I Am Enough"* (Gotham Books, 2007)

To create a shield to protect ourselves from shame, judgment, and blame, we have learned to pretend to be perfect. Based on seven years of research and countless interviews, Brown shows that our

imperfections are what connect us to one another. Our vulnerabilities remind us that we share these feelings of inadequacy; they are what make us human.

Harriet Lerner, PhD, *The Dance of Connection: How to Talk to Someone When You're Mad, Hurt, Scared, Frustrated, Insulted, Betrayed, or Desperate* (HarperCollins, 2001)

Through personal stories and case examples, Lerner teaches how to communicate effectively with loved ones. Whether readers deserve an apology, have been depleted by criticism, feel rejected, or are struggling with whether to stay or leave, Lerner provides effective instruction on how to speak from the heart with honor and integrity.

Elizabeth Lesser, *Broken Open: How Difficult Times Can Help Us Grow* (Villard Books, 2004)

An expert on change and transition, Lesser shares stories of people who have overcome challenges and emerged with a greater self-awareness and the wisdom to pursue their true passions and purpose. Citing the power of spiritual and psychological traditions, she encourages readers to become the truest versions of themselves.

Glennon Melton, *Carry On, Warrior: Thoughts on Life Unarmed* (Scribner, 2013)

After years of hiding her secrets and shame, Melton committed herself to sharing her experiences. This book compiles her most-loved stories with new material and shows the triumph of love and the power of connection. Shedding our protective armor and weapons allows us to become the best versions of ourselves, ones that are united with a better vision for our families and communities.

Kristin Neff, PhD, *Self-Compassion: Stop Beating Yourself Up and Leave Insecurity Behind* (HarperCollins, 2011)

Neff offers cogent advice on curbing self-criticism and its negative side effects. With a focus on self-compassion rather than self-esteem, Neff provides exercises and action plans for dealing with emotional struggles ranging from weight loss to parenting.

James W. Pennebaker, PhD, *Writing to Heal: A Guided Journal for Recovering from Trauma and Emotional Upheaval* (New Harbinger Publications, 2004)

Written by one of the country's leading research psychologists, this book is a guide for readers who want brief yet powerful expressive writing exercises that can assist in releasing stress, tension, and shame that impede a person's ability to dare greatly.

Bibliography

Kare Anderson, "What Vulnerability Looks Like to Psychopaths, Monks and the Rest of Us"

Forbes, September 11, 2012

<http://www.forbes.com/sites/kareanderson/2012/09/11/what-vulnerability-looks-like-to-psychopaths-monks-and-the-rest-of-us>

Bridgetde, "Daring Greatly"

Bridgetde (blog), January 5, 2013

<http://bridgetde.wordpress.com/2013/01/05/daring-greatly>

Brené Brown, *Daring Greatly: How the Courage to Be Vulnerable Transforms the Way We Live, Love, Parent, and Lead*

Gotham Books, 2012

Brené Brown, "Daring Greatly with Brené Brown" by Katie Couric

Katie, September 13, 2012

<http://www.katiecouric.com/on-the-show/2012/09/13/daring-greatly>

Daniel, "Review Roundup: *Daring Greatly*, by Brené Brown"

Bookish (blog), September 18, 2012

<http://blog.bookish.com/review-roundup-daring-greatly-by-brene-brown>

Seth Godin, *Tribes: We Need You to Lead Us*

Portfolio, 2008

Margaret C. Harrell and Nancy Berglass, *Losing the Battle: The Challenge of Military Suicide*

Center for a New American Security, 2011

<http://www.cnas.org/losingthebattle>

JoAnn Jordan, "A Timely Book Review: *Daring Greatly*"

Music Sparks, December 19, 2012

<http://www.music2spark.com/2012/12/19/book-review-daring-greatly/>

Maura Kelly, "Why Success Can Come from 'Weakness' at Work"

Fiscal Times, September 11, 2012

<http://www.thefiscaltimes.com/articles/2012/09/11/why-success-can-come-from-weakness-at-work.aspx#page1>

Kirkus Reviews. Unsigned review of *Daring Greatly: How the Courage to Be Vulnerable Transforms the Way We Live, Love, Parent, and Lead*, by Brené Brown

July 14, 2012

<https://www.kirkusreviews.com/book-reviews/brene-brown-1/daring-greatly>

Joseph S. Maresca, "Book Review: *Daring Greatly: How the Courage to Be Vulnerable Transforms the Way We Live, Love, Parent, and Lead* by Brené Brown"

Blogcritics Books, October 9, 2012

<http://blogcritics.org/books/article/book-review-daring-greatly-how-the2>

Tabatha Muntzinger, "Daring Greatly (A BlogHer Book Club Review)"

So Tabulous (blog), September, 2012

<http://www.sotabulous.com/2012/09/daring-greatly-blogher-book-club-review.html>

Publishers Weekly. Unsigned review of *Daring Greatly: How the Courage to Be Vulnerable Transforms the Way We Live, Love, Parent, and Lead*, by Brené Brown

July 23, 2012

<http://www.publishersweekly.com/978-1-592-40733-0>

Steve Safigan, "Grounded Theory in Action: *Daring Greatly* (Book Review)"

Positive Psychology News Daily, November 14, 2012

<http://positivepsychologynews.com/news/steve->

safigan/2012111424620

Steve Safigan, "Shame Resilience Theory"

Positive Psychology News Daily, May 16, 2012

<http://positivepsychologynews.com/news/steve-safigan/2012051622128>

C. R. Snyder, *Psychology of Hope: You Can Get Here from There*

Free Press, 1994

Mark Thompson, *Is the U.S. Army Losing Its War on Suicide?*

Time, April 13, 2010

<http://www.time.com/time/nation/article/0,8599,1981284,00.html>

Margery Williams, *The Velveteen Rabbit*

Doubleday, 1922